

Partnering Advisory Committee Meeting Minutes

Date: September 10, 2008

Location: HRDC – Grand Canyon #2

ACTION PLAN

WHAT	BY WHOM	WHEN
<ul style="list-style-type: none">• Work on Developing an ADOT Quality Award• Develop Innovation Team• Involvement of The Utilities Stakeholders In The Design Process• Include an update on Partnering in the design development process	Committee Members Partnering Staff	
<ul style="list-style-type: none">• Finalize Partnering Fine Tuned Processes and email to the PAC members	L. Peterson & Partnering Staff	September 18
Review the Fine-Tuned Process document and report comments to Linda Peterson	All PAC Members	September 30
<ul style="list-style-type: none">• Attend next PAC Meeting	All PAC Members	March 11, 2009
<ul style="list-style-type: none">• Bring refreshments for March 11th PAC meeting, James to sponsor the costs	Michelle	March 11, 2009

NEXT PARTNERING ADVISORY COMMITTEE MEETING

Partnering Annual Event

December 3, 2008, from 10:00 A.M. – 2:30 P.M., Glendale Civic Center, 5750 W Glenn Dr. Glendale, AZ 85301

Agenda items for next meeting

- Subcommittee Updates – Annual Event, Issue Escalation process
- Review Changes to the Partnering Specification

FUTURE PARTNERING ADVISORY COMMITTEE MEETING DATES:

Put on your calendars:

March 11, June 3, and September 9, 2009

ADOT HRDC - 1130 S. 22nd Ave, Phx. AZ 85009

9 A.M. – Noon

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MEETING HIGHLIGHTS

Review of the Mission Statement and Roles and Responsibilities of the PAC team members

Discussion Topics:

Fine-Tune Process Document

Revitalizing Partnering Through Innovation

Check-in with PAC members in the order as seated around the table.

Re: Stakeholder Group News:

- **Will Garrison** – FNF Construction – Concerned with the Federal Funding situation and rising gasoline prices, has some other work to ride out the rough times.
- **Michelle Fink** – Partnering Office – Education Coordinator- Working on setting up the PAC meeting and the reports that will follow. The Introduction to Partnering class conversion to a two hour e-learning class is finalized and being tested on CCP and the Partnering team with great results. The new Partnering Trainer has been traveling statewide to deliver the new format of the class and saving ADOT thousands by not hiring an outside consultant to teach. Money and time are also saved by the District in not having to send their employees to Phoenix for the training. The Annual Event will be on Dec. 3 at the Glendale Civic Center from 10:00 to 2:00. More details will be shared later in the agenda.
- **Doug Forstie** – SEO – Has hired Floyd Roehrich to the State Engineers Office. Briefly discussed the ADOT News Release on Federal Funding and the 6 new ADOT projects that are on hold pending the federal funding fix.
- **Bonnie Opie** – Partnering Office - Facilitator – Working on several internal partnerships and planning the ADOT/FHWA/BIA/USFS – the Annual Meeting is November 19th & 20th in Sedona and will include a project tour and training. This group also has 6 subgroups.
ADOT/FHWA/Tonto NF – Quarterly Steering Committee Meetings and an April annual meeting.
- **Tom Goodman** – SRE from Payson – Had a positive feedback on the internal Partnering facilitators conducting workshops and the savings to the budget and internal knowledge. Negative experience with consultant workshop that had no food, no coffee and no breaks available at a long workshop and invoiced with a \$3000.00 bill.
- **Julio Alvarado** – ADOT Construction Group – Meets monthly with James Young to discuss Partnering issues and escalation process. Electronic payroll will help the contractors and reduce errors. There will be spec changes regarding striping announced soon. Presenting at an Industry Summit regarding asphalt payment and Partnering and risk management. Regarding issue escalations

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more dialogue is needed at the lower levels before issue is escalated to the next level.

- **Lenyne Hickson** – Field Reports – First PAC meeting. ADOT is rolling out the E-payroll that will help with certified payroll. Concentrating on getting all the primes on board, most of the subs are already using it. Testing GO TO MEETING software, which will save time, travel and money for all.
- **Roxanne Lopez** – Office Manager – Meeting and Conference Room Planners are expensive to use and slow to invoice.
- **James Young** - Partnering Director – The Partnering Workshop selection of APFN facilitator or outside consultant is determined by the complexity and size of the construction project. Before the year end, a new process improvement will allow the Districts to secure the facilitator for their project without going through the Partnering Office. Tracking and reports will continue at the Partnering Office. The Partnering Office has been approved to recruit for one of the vacant Workshop Coordinator positions. Julio and Matt will be presenting at two AASHTO SCOMP Webinars that will take place on November 18 from 11:00 to 1:00.
- **Linda Peterson** – Partnering Office – Measurements Analyst - Eleven Partnering Excellence Award submissions for 2008 have been received. The judges will decide the winners by the end of October. Winners will be recognized at the December Annual Event. The Fine-tune Process Manual will be discussed later on the agenda.
- **Mark Soyster** - Pulice – Contractors feel that the new RE's are pushing issues up the escalation ladder to quickly. More fact finding and details are needed at the lowest level. Pulice is using the new e-payroll system and are happy with it. Working on the Davis Bacon Wage decision with committee and it isn't going well. Not enough contractors responding to the survey to get good results. AGC is involved and the deadlines have been extended. Doug added that Julio will be presenting at the AGC meeting to educate and encourage them to participate in the survey and explain to them why it is important.
- **Bill Cowdrey** – HDR – Some projects are going well, some aren't as smooth. CM@Risk is ok.
- **Doug Peters** – representing Jacobs Civil, Inc for Berwyn, glad to be invited.
- **Mike Bruder** – ADOT Design – Most of his projects on the books are not federally funded and has nearly \$1 billion projects in design moving forward. The Loop 303 will be \$200 Million. Fortunately his division only has 1 vacancy, he is mentoring the new people and it's going well.
- **Layne Patton** – FHWA – Federal Highways is moving to 4000 North Central in October. Hoping that the trust fund issue will be resolved quickly. Funding went from \$4.2 B to 1.2 B in 4 months, since gasoline rose to 4.50, citizens are driving less, using fuel efficient vehicles and using mass transportation. There is a move

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to change the future collection methods. 4 pilot projects for resource sharing, he is the team leader for AZ, NM & NV.

- **Kevin Woudenberg** – Subcontractor – glad to see key people like Julio working on striping spec. Partnering gives the subcontractors a voice at the table.
- **Steve Basila** – Pulice – The slow down in the work because of the current budget crisis will give Partnering and PAC an opportunity to help contractors/subs/suppliers in the field. The downward trend will not last long, in 2-3 years projects will increase and so will the demand for experienced contractors. Retention of talent and knowledge is crucial.
- **Mike Zimnick** – Asst. DE –The Phoenix construction district, is moving along ahead with projects on the west side – I-10 & I-17 and the Loop 303. Finished the last section of the Loop 202 Red Mountain in June and attended the Freeway Opening Event. Hired Julie Kliwer and Madhu Reddy as new RE's for the Phoenix District.
- **Bob Garza** - APS Construction Representative –Partnering is building better relationships with ADOT and the construction industry. APS will soon reorganize due to the reduction in permits and construction. Gives APS an opportunity to catch up and streamline processes.
- **Heather Shoemaker** – Terracon Tucson – First PAC meeting, attended the annual event, she does Environmental Geotech testing.

SUBCOMMITTEE UPDATES:

Annual Partnering Event – December 3, 2009 Glendale Civic Center, Glendale AZ

December 3, 2008 Planning

The agenda for the Annual Partnering Event was distributed with the meeting handouts. Preparations are well underway and ahead of schedule for this year's Event. It will be held at the Glendale Civic Center, with the theme "Arizona Collaboration for Future Growth". This is a wonderful networking opportunity and a construction reunion for attendees.

The agenda has been drastically changed from 2007 to begin at 10:00 and end at 2:00. This will allow rural districts to drive in that morning and not have hotel and per diem expenditures. The focus will be the presentations from the Partnering Excellence Awards winners and their accomplishments. The keynote speaker will be Victor Mendez, Rakesh and Valley Metro Light Rail. Two break-out sessions will be scheduled to promote Partnering. We are targeting for 250 participants at this year's event, with special emphasis on including engineering firms and utilities.

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Registration will be available on the AGC website as of October 15. Registration fee is \$30 per person. Currently two volunteers are working on construction sponsorships to defray the costs.

Sleeping rooms are being made available at a nearby Quality Inn, and arrangements for “night before” dinner activities are also being planned (i.e., Glendale Glitters).

If you have a recommendation for a new Partner to be invited to the event, please submit the information to Michelle Fink. 602-712-8224 or mfink@azdot.gov

GENERAL DISCUSSION:

Project Reference Training

Project managers should be invited to the Partnering workshops. Project managers need training on how to use the contact card and project reference materials. They could be added to the contact key card to retrieve the info needed.

James posed this question to the PAC Team:

If the District ORG and the contractor have worked together often and both have attended several Partnering workshops in the past, and the next project is small with low complexity and under 30 days. Can they waive the Partnering Workshop?

Feedback from the PAC committee members was:

No, keep them involved, it sends the wrong message to other districts and contractors. Customize and shorten the Partnering materials to fit the project, but cover the charter, issue resolution ladder and issues on the project at a workshop.

Ask why they don't want to partner, if it is that they can work well together, it can be scaled back. If not, why are they avoiding?

Some ORGs need more assistance than others. For instance taking 360 days to finish a 60 day project, is a poorly Partnered project.

Some projects that look easy at first glance may not be when they actually get out in the field

New people always need to hear the Partnering message and we constantly have turn over in employees both with ADOT and the contractors

Some workshops are redundant and need to be more creative.

Customize the workshop to fit the team

Scale back the time period and change the format and content to fit the project or team

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Use lessons learned from other projects

Contractually, a pre-con is always required. The Partnering Workshop and pre-con could be merged. The Issue Resolution ladder is always needed, regardless of size of group or project

Use the PowerPoint presentation that has recently been developed to review the history and background of Partnering. This will give them information regarding where we started and what lessons were learned over the 17 years. New employees need to understand why we partner and how to Partner.

Overall decision:

Partnering is the way ADOT does business. **Every project will continue to have a Partnering workshop.** The workshop can be customized to fit the needs of the project and team on a case by case basis. The facilitator will interview the contractor and DE to determine how in depth the workshop needs to go. Some key factors are project complexity (low, medium, and high), past relationships, and existing relationships.

1. The issue resolution ladder should be established prior to the pre-con meeting.
2. During the pre-con meeting, target dates for the Partnering workshop should be identified; then subsequently the workshop scheduled.
3. You can't wait for Partnering workshop to resolve project issues - must resolve at the earliest possible time
4. Community relations issues must be discussed in advance
5. Environmental stewardship issues to be addressed

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Fine-Tune Partnering Process Manual

The updated version of the Fine-Tuned Partnering Processes – Construction manual was distributed to all the members present at the meeting. Changes have been made to the formatting and sequence of the pages. All the forms will be located at the back of the packet, for easy and quick location, instead of throughout the document. This is a document that explains the who, what, where, when and how the Partnering Process works. It is used at all levels, from the State Engineers Office, Resident and District Engineers, Facilitators, Workshop Coordinators and office managers. The 2005 manual is posted to the Partnering Office website. The new revised version will be posted in October. An announcement to our APFN facilitators, consultants, district champions will be sent out in October.

Please read the document and email your comments and/or revisions to Linda Peterson by September 30th. We invite you to share it with others in your office that could benefit from reading it. We look forward to hearing from all of you. LPeterson@azdot.gov or 602-712-7555 or fax to 602-712-3503.

DISCUSSION TOPIC

Revitalizing Partnering Through Innovation and Best Practices

This brainstorming discussion was lead by Doug Forstie, Steve Basila, and Mark Soyster.

- Develop an Annual ADOT Quality Award for ADOT projects
 - o Question, who will be the lead on the award?
- Bring in former ADOT employees or contractors to talk about the adversarial work atmosphere at ADOT before Partnering began in 1991 to document that history. Note, we will address this by creating an updated Partnering video at the Annual Partnering Event in December. We will video tape interviews with retired and long term ADOT employees and contractors to gain insight to the history and background and document historical perspective and success stories
- Require new contractors arriving to work in Arizona to be Partnering certified prior to being allowed to bid on construction projects
- Develop a large refocus conference committed to quality and include all ADOT, Contractors and consultants
- Promote Partnering to EVERYONE in the work environment through education and mentoring
- Establish the Value of future Partnering
 - o Reduce construction costs
 - o Internal problem solving

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- o Top to bottom involvement
 - o Buy-in and ownership of new employees and new contractors
 - o Consultants to play a role
 - o Innovation component/initiative
 - o Reach the new employees at the field level
- Rookie of the Year Award for new RE's and contractors to be added as a category to the Partnering Excellence Award
- o Innovation component of the Quality Award
 - o Develop criteria – based on innovation and quality projects
 - o Research effect on other existing awards(Excellence Award & Marvin M. Black)
 - o Don't single out just one submission
 - o Recognize all submissions
 - o Give honorable mention to non-winning submissions
 - o Advertise award, guidelines, criteria and materials
 - o Award should cover cost savings opportunities of Partnering on projects (APS example: Collaborating on utility trenching to save money)

MEETING FEEDBACK (Note: ✓ means multiple entries of same comment)

MOST VALUABLE:

Check-In	7
Annual Event Update	4
Fine Tune Process Manual	9
Partnering Innovations topic	10
Networking	5
PAC/Partnering Discussion	3
Other	

SUGGESTIONS FOR THE FUTURE:

- More members in attendance ✓✓✓
- Excellent meeting!!! Glad I came to it
- Utility reps. needed
- Mentoring others
- Conflict resolution
- Work on Quality Award and Innovation
- Share success of Partnering within the State
- Best Practices ✓
- Include an update on Partnering in the development process
- Need project managers and reps from development to add to discussion and address issues

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- Possibly phone contact several days before the meeting to members

OVERALL RATING OF THE MEETING:

1	2	3	4	Average
		8	8	3.50

(Scale: 1=Needs Significant Improvement, 4=Excellent, met all expectations)

20 attendees, 16 evaluations returned

COMMENTS: (Note: ✓ means multiple entries of same comment)

- Best meeting all year
- Great open and honest discussions!
- Well organized and stayed on task
- Good discussion about Partnering Issue Resolution ✓✓✓
- Good discussion on Partnering Innovation ✓✓✓
- This was a good meeting; it had more discussions than any other meetings
- Good job, James
- Good topic on fine-tune process document

MEETING FREQUENCY PREFERENCE:

Monthly	Quarterly	Bi-Annually
0	18	0

Recommended contacts to join PAC:

• Southwest Paving (Mike Haynes)	• Civil Rights
• Qwest	• Ames
• Mark Wheeler TES Phx.	• James Windsor – RE Phx.
• More RE's	•

ATTACHMENTS:

Updated Partnering Advisory Committee (PAC) Membership Roster

For questions, assistance & information please refer to the ADOT Partnering web site:

<http://www.azdot.gov/CCPartnerships/Partnering/index.asp>

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